



EO Newsline

Serving America's Marines

May 2002

Branch Head's Comments

Col W. Clayton Johnson

The ULTIMATE Unit Esprit (A Healthy Command Climate)

The eighteenth Commandant of the Marine Corps, General A. A. Vandergrift, stated that the prime factor in a successful fighting unit is esprit de corps or unit esprit. It describes what it means to be a Marine. Simply stated, it means that no Marine ever lets another Marine down. This happens in a command climate where all Marines are treated with dignity, respect, and fairness.

On a scale of 1 – 5, this is a command climate rating of 5 where all Marines have a sense of belonging and are shareholders in the success of our Corps as stated in the Commandant's Guidance (July 1999). Therefore, our goal as

leaders is to lead Marines to create a command climate rating of 5. That is the ULTIMATE unit esprit! Unit esprit/esprit de corps implies not only respect and confidence between officers and enlisted Marines, but also a command climate where there is "a feeling of confidence and comradeship" among the Marines themselves. It was esprit de corps that bound together Presley O'Bannon and his few Marines during their march across 600 miles of scorching desert to stand triumphant at the shores of Tripoli. In our own time, in the

frozen wastes of Korea, a trapped Marine division fought its way bravely to the sea through six communist divisions. Esprit was a key component of their success. Striving to achieve a command climate rating of 5 will sustain this level of excellence and distinction while perpetuating our capability to make Marines to fight and win our nation's battles. So where are we now in respect to 5 rating? Therein lies an opportunity for us to remain faithful to our Corps by upholding the rich legacy of what it means to be a Marine.

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As depicted in the figure on page 2, our current rating from the Military Equal Opportunity Climate Survey (MEOCS) is above average at 3.47. Although recent survey data show that Marines are proud to serve and are essentially satisfied with the Corps, the gap between 3.47 and 5 is manifesting itself in the results of other survey instruments and focus groups from around the Corps. For instance, there are

AN OPPORTUNITY FACING OUR CORPS

Objective Lead Marines to create command climate where all individuals treated with dignity, fairness, and

Overall EO Climate*

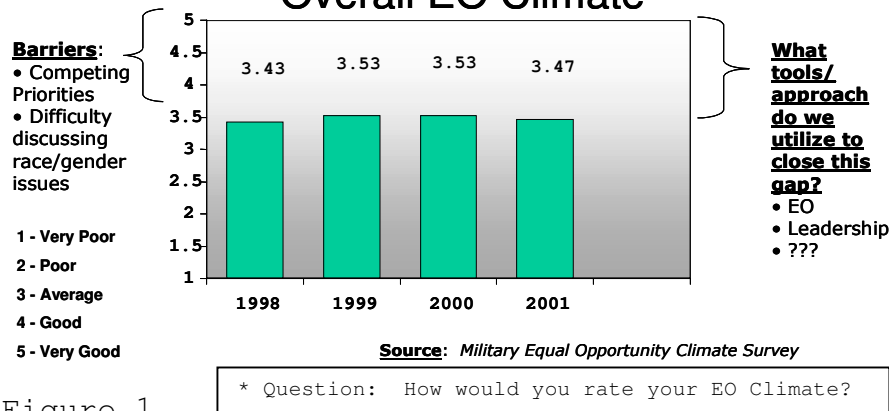


Figure 1

persistent disparities in the views between male and female Marines, majority and minority Marines, and junior and senior Marines and concerns in the areas of leadership, morale, and trust. The possible consequences (short term and long term) of these gaps are in recruiting/retention, Non-EAS losses, discrimination, and sexual harassment complaints, thus affecting readiness and unit cohesion. Now that we are aware of the possible consequences of these real issues, we (MPE) are formulating alternatives for a leadership decision to the most pressing question for the senior leaders of our Corps: what steps/approach should we take to close the gap? Additional follow-on questions that will be addressed surround the necessity to obtain an understanding of the causes for

the gap, identifying the organization that will take the lead in formulating the strategy/approach for closing the gap, identifying an approach to overcome the barriers that are impeding progress and identifying the available tools to support the strategy/approach that will make substantial progress toward creating the ultimate unit esprit or a command climate rating of 5. In the midst of all these questions surrounding the gap, the one certainty is that effective leadership is paramount for mission accomplishment.

As we continue to collect data and formulate alternatives to the aforementioned questions, we would appreciate your ideas, thoughts, and insights on how best to close the gap. We will discuss this during the

April 2002

upcoming EOA Conference in May.

Together, we will uphold the rich legacy of our Corps by creating a command climate where all Marines are treated with dignity, respect, and fairness, the ULTIMATE Unit Esprit.

Semper Fidelis!♣

Senior EOA's Comments

MGySgt P. McLane

Effective Equal Opportunity Training

For EO training to be effective, it should be conducted in small groups of no more than 30 participants, of varying ranks, and work sections. It should be interactive, facilitated discussions conducted by the EOA or an EOR who has attended the 40-hour EOR Course, where they receive the proper training and education to conduct effective EO training.

The reason this type of training is effective is that Marines learn from Marines, be they peer, junior or senior. The down side is time. Small groups take more time for all members to receive the required annual training; however, the good outweighs the bad with sustained commander involvement.

Per MCO P5354.C, battalion size or larger units, are required to have an officer or SNCO as the EOR, however, there is nothing that says that there can only be one EOR per unit. Commanders may have EORs of different ranks, possibly working under the umbrella of the unit's EOR, with all EORs attending the EOR Course.

Effective EO training does not require a formal classroom. It may take place anywhere at any given time. In addition to EO training, the Marines learn more about each other, conflict resolution, listening skills, respecting differences, and other leadership tools. Marines love sharing their opinions and we all think our opinions are correct. In effective EO training, we learn that other opinions are often better and we grow as leaders. ♣

EO Command Climate Data Points

Equal Opportunity is the right of all Marines to be treated with dignity, respect, and fairness. Leading Marines to create and maintain such a command climate is a force multiplier for our war fighting capability thereby strengthening combat readiness. Combat readiness contains four interdependent pillars: esprit de corps, unit discipline, morale, and proficiency. The fact that three (esprit de corps, unit discipline, and morale) of these four pillars

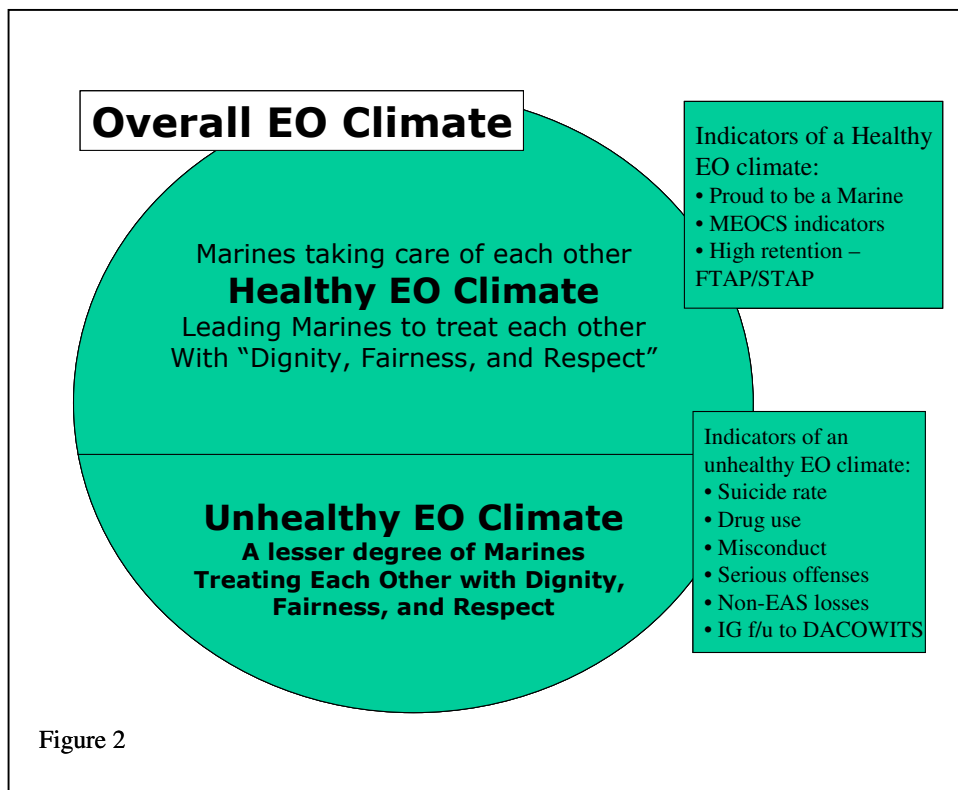
are strengthened by an equal opportunity command climate where all Marines are treated with dignity, respect and fairness demonstrates the force multiplier effect of such a climate. These three attributes reinforce an invaluable component of our ethos, Marines take care of each other.

Esprit de Corps, discipline, and morale can be observed in a command climate through behavior patterns or the way Marines act, dress or speak toward each other. These behavior patterns contribute to either a healthy or unhealthy equal opportunity command climate. There are numerous sources from which leaders can gather indications about command climate:

- The Military Equal Opportunity Climate

Survey (MEOCS) indicates that the overall EO climate of the Marine Corps for 2001 was a score of 3.47, or average/above average.

- The latest Exit/Retention Surveys show that Marines are largely proud to be Marines as indicated in the Marine Corps Times.
- FTAP and STAP goals, as a measure of retention, have been met consistently over the last couple of years.
- White Letter on First Term NEAS Attrition.



Misconduct/COG	
<u>Year</u>	<u>Total Number</u>
2001	4299
2000	4276
1999	4427
1998	4541
1997	4454

- The Marine Corps loses approximately 4,000 first-term Marines a year to misconduct and convenience of the government (COG). These losses have shows a steady decrease since 1997.

Suicides	
<u>Year</u>	<u>Total Number</u>
2001	28
2000	24
1999	26
1998	21
1997	19

- Suicides have steadily risen, going from 19 in 1997 to 28 in 2001.
- The results from the recent Exit/Retention Surveys indicated that most Marines are proud to be members of the Marine Corps.

Drug Discharges	
<u>Year</u>	<u>Total Number</u>
2001	1471
2000	1405
1999	1273
1998	1487

1997	1509
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- Drug discharges have risen steadily since 1999.

Misconduct	
<u>Year</u>	<u>Total Number</u>
2001	2987
2000	2892
1999	3084
1998	3180
1997	3038

- Discharges for Misconduct declined from 1998 to 2000, but showed a small increase in 2001.

Serious Offenses	
<u>Year</u>	<u>Total Number</u>
2001	236
2000	200
1999	191
1998	166
1997	148

- Discharges for Serious Offenses (a sub-category of Misconduct Discharges) have risen steadily since 1997.

- IGMCM visits and reports.

The following are some proactive steps that can be taken to foster a healthy EO climate as depicted in Figure 2:

- Discuss the results of command climate survey results with the Marines
- Conduct effective, multifaceted and stimulating

Equal Opportunity training for all Marines

- Small unit discussions conducted by leaders at all levels are the most effective. The EOA and trained EORs are an invaluable resource to assist in the training
- On a recurring basis, Marines are encouraged and provided support to embody the Marine Corps Core Values of Honor, Courage and Commitment
- Train leaders to coach/mentor their Marines on what it means to be a Marine

Let us continue to be creative as we sustain the momentum in creating and maintaining an EO climate where all Marines are treated with dignity, fairness, and respect. That is a debt we owe to those who have gone before us, and a promise we make to those who will follow.

Semper Fidelis Marines!

Hail and Farewell

On 13 December 2001, three SNCOs graduated from the Defense Equal Opportunity Management Institute (DEOMI) Equal Opportunity Advisor (EOA) Course.

MSgt Huggins MARFORRES, New Orleans

GySgt Bray 2dMarDiv, Camp Lejeune

GySgt Williams MCAS, Beaufort

Three more EOAs recently graduated on 19 April:

SSgt Knox MCLB Albany

GySgt Simmons III MEF

SSgt Martin 4th FSSG

Please call and welcome our newest EOAs to the team.

It is with heavy heart that we bid a fond farewell to three of our EOAs.

MGySgt Crawford MARFORRES, New Orleans

GySgt K. O. Hill 2dMarDiv

GySgt N. Hill MCB Camp Butler/III MEF

MGySgt Crawford was the driving force in implementing the EOR Course at MARFORRES, while providing support, advice, and assistance to MSCs without EOAs. His drive and determination will truly be missed. He will be moving to the G-1, MARFORRES as the Admin Chief.

GySgt K. O. Hill is moving back to his MOS and he will be in the Washington, D.C. area as an Admin Chief. I know this hard charger will continue to be a change agent.

Best wishes and future success to GySgt N. Hill who will be leaving our ranks to pursue a

civilian occupation. She was the driving force behind Storming for Equality on Okinawa. Her support to both the Corps and EO will be missed.

Each of these Marines has greatly contributed to the Corps and I have no doubt that they will continue to support the EO mission in their upcoming endeavors. Fair winds and following seas to all of them.

Congratulations to go out to MGySgt (select) Morris (EOA, 4th MAW) and 1stSgt (select) Banks (EOA, 29 Palms) on their recent selections for promotion.♣

Upcoming DEOMI Courses

MPE released two MARADMINs outlining the class schedule for the Senior Enlisted Equal Opportunity Workshop (SEEOW) and the Equal Opportunity Program Manager's Course (EOPMC).

These courses are both taught at the Defense Equal Opportunity Management Institute (DEOMI) at Patrick, AFB. The SEEOW is directed at senior enlisted service members while the EOPMC is designed to train command Equal Opportunity Representatives.

Here are the dates for the SEEOW classes for this year:

- 5 May to 10 May

- 19 May to 24 May
- 15 Sept to 20 Sept
- 20 Oct to 25 Oct

The dates for the EOPMC for this year are:

- 7 March to 17 April
- 2 July to 14 August
- 28 October to 11 December

If you have questions about what these courses are like, please contact your EOA or a representative from MPE. The DEOMI web page is also another good source for information:

<https://www.patrick.af.mil/deomi/deomi.htm> ♣

MPE News

MPE has stayed active since October, participating in events such as Marine Corps University's Commander's Course, attending the following conferences: the Hispanic Association of Colleges and Universities (HACU) conference, the American Indian Science and Engineering Society (AISES) conference, and the Society of Hispanic Professional Engineers (SHPE) conference. We also had representatives attend the DoD Hispanic Heritage Month Observance and the Biennial DEOMI Research Symposium.

During February, Colonel Johnson and MGySgt McLane traveled to the MARFORLANT

and MARFORPAC EO conferences.

- Commander's Course, Quantico, Virginia – 10-21 October 2001
- HACU, San Juan, Puerto Rico – 27-30 October 2001
- AISES, Albuquerque, New Mexico - 15-18 November 2001
- DOD Hispanic Heritage Month Observance, Washington, DC – 27 November 2001
- DEOMI Biennial Research Symposium, Cocoa Beach, Florida – 4-7 December 2001
- SHPE Conference, Minneapolis, Minnesota – 6-9 February 2002
- MARFORLANT and MARFORPAC EO Conferences – February 2002
- Commander's Course, Quantico, Virginia – 12-21 March 2002

EOA Conference

MPE will be hosting a Marine Corps-wide EOA Conference from 21 to 23 May aboard MCB Quantico, VA. Topics include the future of EO for our Corps, future plans at DEOMI, 2001 MEOCS roll-up brief, the latest facilitation techniques, instruction on the psychology of

prejudice and discrimination, to name a few. Additionally, numerous HQMC speakers will also be present to address the EOAs.

Marine Corps Climate Survey

The 2002 Marine Corps Climate Survey (MCCS) measures perceptions of command climate, as well as experiences of discrimination and sexual harassment. The success of our efforts in evaluating these areas depends on the individual Marine, regardless of grade, race/ethnicity, or gender. Approximately 12,000 active duty Marines and 8,000 Marine reservists, have been randomly selected to participate in the MCCS and will receive the survey in July 2002. For the data to be valid, it is important that those Marines who receive the survey complete and return it.

Responses to the MCCS will be analyzed for differences among racial/ethnic groups, between male and female Marines, and between officers and enlisted personnel; the results will tell us how we are doing, and also shed light on how to better address lingering concerns.

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